PROVINCE OF SASKATCHEWAN

11-12

ANNUAL REPORT

PUBLIC SERVICE
COMMISION

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This annual report is also available in electronic format from the PSC's website at www.psc.gov.sk.ca.

Letters of Transmittal

July 26, 2012

Her Honour, the Honourable Vaughn Solomon Schofield,
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I respectfully submit the Annual Report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2012.

Since the election in November 2011, this government has been building on its values of growth and opportunity, affordability, quality of life and responsive and responsible government. The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to responsibly managing expenditures.

This 2011-12 Annual Report demonstrates progress towards commitments that relate to the Public Service Commission as of March 31, 2012. This report also provides progress on key strategic themes and actions designed to ensure that an independent, qualified, and professional public service is in place to provide service to the people of Saskatchewan. It also communicates key achievements under the Lean Initiative, for which I am also responsible.

The initiatives pursued in 2011-12, and the results achieved, are communicated to the legislature and to the Saskatchewan people through this report.

Nancy Heppner
Minister of Central Services
Minister Responsible for the Public Service Commission
Minister Responsible for the Lean Initiative

Letters of Transmittal

July 26, 2012

The Honourable Nancy Heppner
Minister of Central Services
Minister Responsible for the Public Service Commission
Minister Responsible for the Lean Initiative

Dear Minister:

I have the honour of submitting the Annual Report for the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2012.

On behalf of the Public Service Commission, I acknowledge responsibility for this report and am pleased to provide assurances on the accuracy and reliability of the information contained within it.

I also acknowledge responsibility for the financial administration and management control of the Public Service Commission.

This annual report highlights actions that help to ensure Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.

I am pleased with the continued gains the PSC has made in terms of client service and effective operations, as well as in supporting enhanced efficiencies and people management approaches across the public service.

This work will continue, as we strive to continue to provide the best services possible to our clients within government, and to the residents of Saskatchewan.

Cam Swan
Chair, Public Service Commission

Introduction

This annual report for the Public Service Commission (PSC) presents the Commission's results on activities and outcomes for the fiscal year ending March 31, 2012. It reports to the public and elected officials on public commitments made and other key accomplishments of the Commission.

Although a renewed vision and set of goals were introduced as a result of the 2011 provincial election, the 2011-12 Annual Report will be presented in relation to the vision and goals that guided the development of the 2011-12 Plan.

Results are provided on publicly committed strategies, actions and performance measures identified in the 2011-12 Plan.

The report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2011-12: The Saskatchewan Advantage*, the Minister's Mandate letter, throne speeches and other commitments and activities of the Commission.

The annual report demonstrates the Commission's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The PSC's activities in 2011-12 align with Government's vision and three goals:

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- **Sustain economic growth** for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- **Secure Saskatchewan** as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- **Keep Government's promises** and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of Government's three goals and work towards a secure and prosperous Saskatchewan.

Commision Overview

The Public Service Commission (PSC) is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for the development of a professional public service based on merit. The Commission delivers human resource services including staffing, classification of positions, labour relations, and works with ministries in the delivery of human resource services.

Effective March 31, 2012, the PSC had 327.8 full-time equivalent employees working in offices in 15 locations. The 2011-12 budget called for 341.8 FTEs resulting in an underutilization of 14.0 FTEs. The primary reason for the underutilization of FTEs is staff turnover, delays in filling vacancies (including hard-to-recruit positions), leaves of absences, and reduced hours of work arrangements.

For 2011-12, the PSC established a budget of 341.8 FTEs. 86 per cent of these full-time equivalent employees provide front-line service to ministry and agency clients. The other 13 per cent provide strategic human resource policy, program and corporate effectiveness support for Executive Government.

Division/Functional Units	FTEs
Central Management and Services	12.9
Corporate Human Resources and Employee Relations	31.2
Employee Service Centre	126.8
Human Resource Client Service and Support	170.9
Total budgeted FTEs	**341.8**
Underutilized FTEs	-14.0
Effective number of FTEs at March 31, 2012	**327.8**

Organizational Structure

The Saskatchewan Public Service Commission has three divisions: Corporate Human Resource Management and Employee Relations; Human Resource Client Service and Support; and the Employee Service Centre. It also has four functional units: Organizational Effectiveness, the Projects Group, Communications, and Corporate Services.

Corporate Human Resource Management and Employee Relations

The Corporate Human Resource Management and Employee Relations Division delivers corporate labour relations, compensation, and human resource policy support to the public service. The division represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union (SGEU) and Canadian Union of Public Employees, Local 600 (CUPE-600).

The division provides expert labour relations advice and consultation to management in support of program operations. It also provides compensation research and advice, and administers wage and salary surveys.

The division also provides support to the PSC with respect to legislative matters and administration related to *The Freedom of Information and Protection of Privacy Act* and *The Health Information Protection Act*, as well as the ongoing administration of *The Public Interest Disclosure Act* for all government institutions. (See the Report on Disclosure on page 23).

The function of developing classification plans to evaluate all public service jobs was moved to the Human Resource Client Service and Support Division mid-year.

Human Resource Client Service and Support

The Human Resource Client Service and Support Division is responsible for providing human resource consulting and advisory services, as well as a variety of employment services to all government ministries.

The Employee and Family Assistance Program provides confidential counseling assistance to government employees and families for work-related and personal problems.

Employee Service Centre (ESC)

The ESC is the division responsible for the design, development, implementation and operation of human resource administration and payroll services. The division provides centralized payroll, benefits and human resource administration services to public service employees and ministries.

Organizational Effectiveness

The central Organizational Effectiveness unit provides strategic organizational and human resource leadership and expertise for the Saskatchewan public service. The unit leads corporate initiatives in areas such as workforce and succession planning, change and transition management, organizational design, executive talent management, and organizational assessment. The unit also provides corporate organizational effectiveness consulting and facilitation services to ministries, and leads strategic planning efforts at the PSC.

Projects Group

The Projects Group leads corporate projects (projects that span multiple ministries) that are aimed at exploring more innovative and efficient ways of working across ministries, and management and oversight of the Productivity Fund.

Communications

The unit manages the strategic communications function for PSC activities and operations, including cross-Government projects and initiatives.

Corporate Services

The unit provides direction, guidance, and support for internal operations. This includes oversight of the PSC's finances and financial management, security, emergency planning, procurement and facilities, and oversight for information technology.

Progress in 2011-12

The PSC contributes to Government's goals of economic growth, security and promises by working to build and maintain a professional public service and a high performing organization.

Please note that the actions and strategies contained in this report reflect PSC-specific results, as well as corporate-wide results, depending on the nature of the action taken.

Drive organizational performance and capability

Results

- Championed the public service renewal strategy on behalf of executive government to improve the quality of programs and services provided to Saskatchewan citizens and engage employees. The priority areas for public service renewal include:
  - Core business and citizen-centred service delivery with a focus on ensuring the public service delivers what the public needs;
  - Simplified processes and enterprise-wide approaches to activities and action where possible, mainly through the Lean methodology; and
  - People management strategies to support a high-performing, respected and professional public service.
- Led the development, implementation and management of the Lean methodology across the public service. This initiative is driving process improvements across ministries and making government more efficient, effective, and citizen-centred:
  - Three Lean webinars and two Lean Leader training sessions were conducted;
  - Twelve Manager/Supervisor Lean Orientation sessions were provided to nearly 1,000 participants;
  - Twenty-two Lean orientation videos and an interactive online Lean Training module were developed and launched on MiNet, the internal website for public service employees; and
  - Fifty-eight Lean projects were undertaken by ministry project teams. These teams have identified numerous ways to improve customer service, reduce processing time, eliminate non-value added work, generate cost savings and improve workplaces.

  The PSC provides ongoing secretariat support to the Deputy Minister Lean Governance Committee established to monitor and report on the results of ministry Lean efforts, establish annual priorities for corporate Lean initiatives, and provide advice related to the continued development, governance and refinement of the Lean initiative.
- Aided 20 ministries and two agencies in the evaluation of government programs by providing support to these organizations for Lean process improvement, strategic planning, human capital risk assessment, organizational reviews and changes. This support drives organization performance and capability by developing strategic partnerships across government to enable the achievement of corporate priorities.
- Implemented a system-wide work planning and review program for in-scope employees to ensure effective performance planning and review. The new program is designed to ensure employees understand their roles and how their work fits with the work of the ministry and government. Approximately 75 per cent of public service employees now have work and learning plans in place.
- Supported government's plan to reduce the size of the Saskatchewan public service by 15 per cent by 2014-15 by analyzing activities and tracking progress towards achieving stated reduction targets. Over the past two fiscal years, a reduction of 802 FTEs (6.4 per cent) has been achieved. A number of initiatives have been identified or are in active planning

Progress in 2011-12 (cont'd)

stages to continue progress towards the full reduction target in the final two years of the strategy.

- Developed a corporate workforce planning framework to help public service leaders create plans that identify and address the recruitment, retention and succession needs of all ministries and the public service as a whole.

  Eighteen government ministries developed three-year workforce plans. Workforce planning is a process that will assist government leaders to ensure a productive workforce is available to deliver programs and services to Saskatchewan citizens, now and into the future.

- Implemented an attendance support policy to increase public service productivity and engagement and address return-to-work and sick leave usage. The policy is designed to help managers and employees in their efforts to enhance regular attendance at work.

  Sick leave usage is being monitored by ministries on an ongoing basis and has been reduced by a half day per FTE over the past year, from 9.97 days per FTE in 2010-11 to 9.45 days in 2011-12.

  As well, a Lean review for the rehabilitation/return to work process was conducted in March 2012. Progress on the actions identified in this Lean initiative will continue through 2012-13.

Attract and retain a merit-based, professional, highly skilled and diverse public service workforce

Results:

- Developed a People Management Plan to support public service renewal and enable a high performing and innovative professional public service to do their best work for Saskatchewan citizens. The plan identifies the following areas of focus as key supports for our workforce:
  - Building a culture of renewal;
  - Building leadership capacity;
  - Ensuring organizational capabilities meet needs;
  - Holding the organization accountable;
  - Attracting, engaging and retaining youth;
  - Building an organization respectful of diversity; and
  - Assessing and addressing workplace safety.

  These people management priorities are embedded in all ministry workforce plans. In addition, the PSC has designed a corporate Recruitment and Retention Strategy to build organizational capacity, create the culture and workplace needed to retain, renew and transform the public service workforce and offset the impact of high volume retirements in the coming years.

- Concluded the seventh year of the Executive Internship Program in partnership with the Johnson-Shoyama Graduate School of Public Policy (Universities of Saskatchewan and Regina). Seven interns joined the public service in September of 2011. Since 2005, 43 interns have been placed within various ministries. Twenty-five former interns continue to be employed with the Government of Saskatchewan and all seven current interns have been offered employment upon conclusion of their internship.

- A comprehensive Diversity and Inclusion Strategy has been developed to continue government's work to build an organizational culture where employees are engaged, clients are satisfied and there is trust and confidence in the Government of Saskatchewan. It includes specific initiatives, programs and manager tools to:
  - Promote a common understanding of diversity and inclusion across the public service;
  - Support continued growth in a representative workforce;

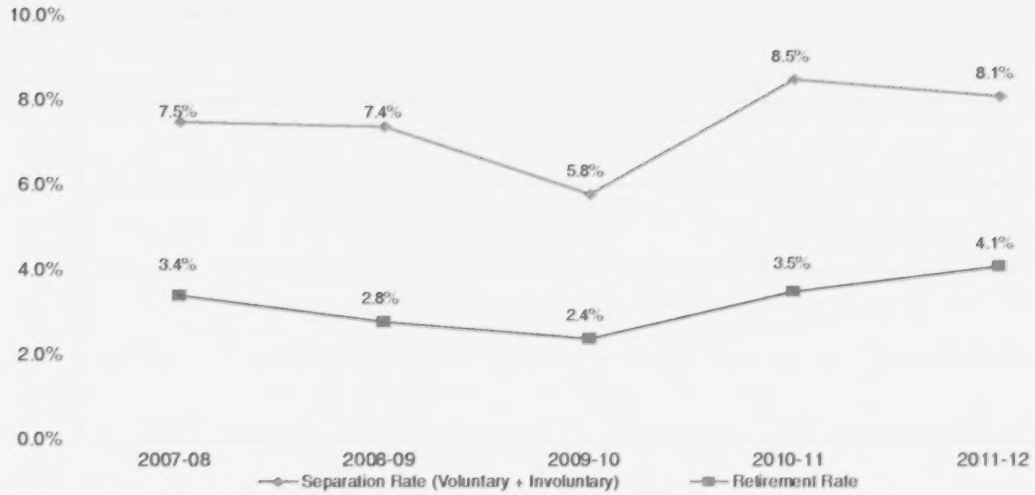
Progress in 2011-12 (cont'd)

  - Foster a culture that welcomes, values and celebrates employees of different ages, backgrounds, ethnicities, races, cultures, genders and sexual orientations;
  - Inspire employees to excellence in performance, productivity, innovation and client service through valuing them as individuals; and
  - Be an employer of choice.
- Developed an enterprise-wide learning and development strategy designed to attract and build a high-performing workforce and workplace. The strategy is designed to provide learning and development opportunities that support government priorities, build a learning culture, provide diverse learning delivery methods and a breadth of corporate learning supports, including a centralized learning management system that will support e-learning options for all employees. Corporate training priorities provided in 2011-12 included Supervisor and Manager Development, Leadership Development, and Respectful Workplace workshops.

Progress in 2011-12 (cont'd)

Performance Measures & Results

Employee separation rate



Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2008 to 2012

This measures the percentage of permanent full-time employees who leave the public service for voluntary or involuntary reasons. The employee separation rate helps to measure two public service strategies: the extent to which the public service is able to both retain a professional workforce and create a work environment that supports employee engagement.

The separation rate for 2011-12 decreased slightly to 8.1 per cent from 8.5 per cent in 2010-11. 692 permanent full-time employees separated from government this fiscal year. The rate continues to be driven by an increase in the number of retirees: 388 in 2011-12, compared to 329 in 2010-11.

The Government of Saskatchewan's permanent full-time voluntary separation rate (6.9 per cent) is equal to the voluntary turnover rate for Canadian companies (6.9 percent) and higher than the average rate for Canadian Government organizations (3.9 percent)[1] .

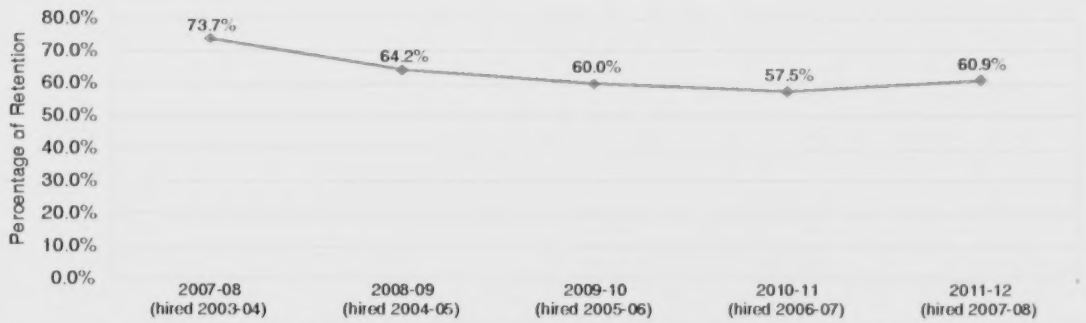
Voluntary separations provide an opportunity to prioritize services and programs, which in turn have improved the outcomes of reducing the size of Government's footprint through attrition-driven reduction strategies. Certain groups and occupations facing higher than average separations require in-depth monitoring and may require customized supports.

The measure is calculated by dividing the number of permanent full-time employees who left the public service (692), for voluntary or involuntary reasons, by the total number of permanent full-time employees (8,491).

[1] *The Conference Board of Canada, Compensation Planning Outlook 2012, page 14, www.conferenceboard.ca*

Progress in 2011-12 (cont'd)

Retention rate of new employees



Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2008 to 2012.

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring Government priorities are met through strong public policy and effective program and service delivery to the public. The retention rate measures the rate at which the public service retained new, permanent full-time employees over a four-year period, and provides insight into the quality of workplace policies and practices, organizational culture, and leadership within the public service.

The retention rate helps to measure two public service strategies: the extent to which the public service is able to both retain a professional workforce, and create a work environment that supports employee engagement.

Even with the aim of a smaller footprint for Government, new employees will be required in critical areas. Lower retention rates for new employees puts the service at risk due to skill gaps, negative views by prospective or new employees that the service is not an employer of choice, and increased costs to the organization for the recruitment and orientation of new employees.

Provincially, the labour market has become an employee's market. A growing provincial economy, an aging workforce with increasing retirements, declining birth rates and an increase in the competition for labour (particularly in Western Canada) have created pressure on the provincial labour market.

Workers have more choices when it comes to employment opportunities, and there are multiple factors influencing these choices, including competitive wages, interesting and challenging work, working conditions, benefits, leadership, workplace values including environmental and community support, support for personal and professional growth, and work-life balance.

Corporate initiatives, including the development and implementation of a people management and workforce recruitment and retention strategy are being led by the PSC to improve the retention rate for new high-performing employees. Over the past year, the retention rate has increased from 57.5 per cent in 2010-11 to 60.9 per cent in 2011-12. Work will continue to sustain this positive trend.

This measure is calculated by dividing the number of retained permanent full-time employees (154) for a four-year period (2008-12) by the number of employees hired (253) within the first year of the four-year period (2007-08). A new employee is a new hire with no previous Government experience, or one who is returning to work after a break in service of over 180 days.

Progress in 2011-12 (cont'd)

Percentage workforce representation by diverse employee groups

	2007-08	2008-09	2009-10	2010-11	2011-12	SHRC* Targets
Aboriginal persons	11.4%	11.6%	11.8%	12.0%	11.8%	13.1%
Persons with a Disability	3.3%	3.1%	3.1%	3.0%	3.0%	9.7%
Visible Minority Persons	3.3%	3.5%	3.6%	3.7%	4.2%	3.8%
Women in senior management	40.2%	40.1%	37.9%	40.0%	42.4%	47.0%
Women in middle management & other management positions	35.0%	37.5%	39.1%	39.0%	40.7%	47.0%
Youth	12.8%	13.4%	13.0%	12.8%	13.7%	n/a

Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2008 to 2012
**Targets are set by the Saskatchewan Human Rights Commission*

This measure reflects Government's ability to attract and retain a workforce representative of Saskatchewan's population, including Aboriginal persons, persons with a disability, visible minority persons, women, and youth into the public service.

The representation of visible minority persons and women in senior management positions continues to improve and better reflect Saskatchewan Human Rights Commission targets.

The percentage of Aboriginal people, persons with a disability and women in non-traditional roles within the public service remains steady and will be further supported by the implementation of a new diversity and inclusion strategy developed over the past year.

The percentage of youth within the public service has increased to 13.7 per cent in 2011-12 from 12.8 per cent in 2010-11. Youth recruitment and retention is a critical priority for the public service because of the increasing number of retirements that have begun and are anticipated over the next decade. As well, the demographic composition of the service does not reflect the composition of the employed provincial population. As of March 2012, 13.7 per cent of all employees and 7.3 per cent of permanent full-time employees were under 30 years of age, compared with 26.3 per cent of the entire employed provincial population.[2]

By increasing its commitment and presence as an employer that supports a diverse and inclusive workforce, the public service is better positioned to attract and retain candidates to ensure a representative workforce, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

The percentage of each diversity group[3] is calculated by dividing the number of employees who have self-declared within a diversity group (or more than one), by the total number of employees within all assignments in the Saskatchewan public service as of March 31, 2012. For youth, employees under 30 (1,635) are divided by the total number of employees as of March 31, 2012 (11,938).

[2] *Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2012; CANSIM Table 282-0001: Labour Force Survey Estimates, March, 2012, Statistics Canada (including employees and self-employed persons).*

[3] *The number of employees in permanent full-time, permanent part-time and non-permanent active assignments, plus the number of employees in active and non-active labour service assignments within a particular diversity group, is divided by the total number of employees within all assignments as of March 31, 2012. A prorated headcount mechanism is used to count employees, where each assignment is given a weight of one divided by the total number of assignments a particular employee holds.*

Progress in 2011-12 (cont'd)

Create a work environment that supports employee engagement

Results:

- Partnered with ministries to integrate a values-based culture focused on citizen-centred service excellence, enterprise approaches, operational efficiency, teamwork, integrity, respect and innovation. This culture will be integrated through workforce planning; Lean projects; team building; incorporating principles, values and commitment to employees within training initiatives; employee work and learning plans and ensuring communiqués to employees include messages that are consistent with cultural aspirations. Established values have been incorporated into public service renewal priorities, actions and communications.
- Designed a corporate mentorship program to provide career and professional development opportunities to public service employees. The program offers an all-inclusive enterprise-wide approach that supports all employees as potential mentees. As of March 31, 2012 there were 119 matches through the mentorship program. This program will provide knowledge transfer and career development opportunities for public service employees.
- Identified mandatory orientation supports as a priority for all new Assistant Deputy Ministers, managers and employees. These orientation sessions focus on engaging new hires and enhancing their knowledge and experience as new public service employees. Five orientation sessions for 207 new employees were coordinated and delivered in 2011-12, an increase from the two sessions held in 2010-11.

Performance Measures & Results

Percentage of payroll spent on training

	2009-10	2010-11	2011-12
Percentage of payroll spent on training	0.69%	0.75%	0.96%

Source: Ministry Year-End Reports, Human Resource Plans, March 2010 to 2012

This measures the amount Government spent on training its employees as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training and development for employees and helps to measure the success of three strategies: driving organizational performance and capability; creating a work environment that supports employee engagement; and building effective public service leadership and management.

Higher public expectations for service delivery, as well as changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform the work that needs to be done. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current. The risk from current pressures, including an aging workforce, an increasingly knowledge-based economy, and economic globalization, is that the Government and the province's productivity will lag behind that of our neighbours if investment in learning and development is not addressed.

Information on this measure collected in 2011-12 shows 0.96 per cent of payroll was spent on employee training. This measure continues to show a positive trend with the percentage in 2011-12 increasing from the amount spent on employee training in 2010-11 (0.75 per cent of payroll). The increase is a result of the investment for corporate training in the Lean

Progress in 2011-12 (cont'd)

methodology and increased investments in job specific training by a number of ministries. By comparison, overall Canadian government organizations spent an average of 1.90 per cent[4] of payroll on employee training.

Sustaining this positive trend is critical. It provides employees with the knowledge and skills necessary to deliver successful programs and services to Saskatchewan citizens.

Build effective public service leadership and management

Results:

- Developed an executive talent management strategy to build and sustain a high performing senior leadership group within the public service. Key supports were implemented to identify, recruit, develop and retain leadership talent, include the implementation of a talent inventory system, executive development sessions, and competency assessments. In 2011-12, development opportunities for middle and front-line managers included:
  - Two University of Saskatchewan Leadership Development Program training sessions for 50 middle managers. The program includes multiple feedback tools that focus on the five key leadership practices identified in the Leadership Challenge; and
  - Three Orientation to Management sessions for 74 new middle and front-line managers. The program is designed to provide new managers and leaders with an understanding of the overall structure of Government, the key processes and applicable policies, and the context, importance and principal responsibilities of the management and leadership roles in the public service. Topics include budgeting, work planning, recruiting, payroll overview, and privacy;
- Provided $250,000 to the Johnson-Shoyama Graduate School of Public Policy to assist in the professional development opportunities for the next generation of public service leaders. This brings the total investment over the past four years to $1,000,000 (as per the Minister's Mandate Letter). In 2011-12, professional development learning opportunities have resulted in:
  - Twenty-two sessions in policy development from the Johnson-Shoyama Graduate School covering topics such as policy development, negotiation, logic models, evaluation;
  - Five sessions in executive development from the Johnson-Shoyama Graduate School covering topics such as risk management, ethics, crisis management, renewal; and
  - Sixty-eight Policy Certificate recipients.

Delivery of corporate-wide professional development opportunities

Year	2008-09	2009-10	2010-11	2011-12
Senior executive development sessions	2 sessions for 39 participants	8 sessions for 107 participants.	6 sessions for 169 participants	9 sessions for 288 participants
Leadership Development Program	3 sessions for 78 middle managers	3 sessions for 75 middle managers	3 sessions for 75 middle managers	2 sessions for 50 middle managers
Orientation to Management in Government	4 sessions to 164 new middle and front-line managers	3 sessions to 119 new middle and front-line managers	2 sessions for 62 new middle and front-line managers	3 sessions for 74 new middle and front-line managers

[4] *The Conference Board of Canada, Learning and Development Outlook 2009: Learning in Tough Time ,ISBN 978-088763-937-1, page 16.*

Progress in 2011-12 (cont'd)

Ensure a fair and balanced labour relations environment that respects the rights of public service employees and the needs of the public service

Results:

- Fostered and maintained productive relationships with public service unions, on behalf of the employer (Government of Saskatchewan):
  - Continued to re-balance management and employee scope ratios. The ratio, at March 31, 2012 is 16.8 per cent, within the average range of Canadian government jurisdictions (as per the Minister's Mandate Letter);
  - Attended regular issues meetings and worked with the unions on matters of mutual concern;
  - Finalized the Union Management Committee (UMC) review and implemented recommendations including revitalizing the orientation and training materials for new UMC members; and
  - Continued to partner with SGEU to improve the efficiency of the grievance process, including an agreement to continue with the case management process to expedite grievance resolution (as per the Minister's Mandate Letter).

Improve the effectiveness and efficiency of the PSC's programs and services so as to ensure the best use of public funds

Results:

- Developed a plan to optimize the operations of the Employee Service Centre for human resource administration and payroll. The plan continues efforts to conduct operational, technology and Lean reviews to focus efficiency improvements, standardize processes, enhance technology supports and train employees to improve the consistency, timeliness, quality, productivity and service within the program area. The ESC has developed a series of training options tailored to experienced employees and newly-hired employees.
- Initiated a project to redevelop the existing ESC Knowledge Centre SharePoint site. The site is used to make forms and information about payroll available to its clients, public service managers and staff. The goals of this project are to streamline the site and improve the user experience; ensure site navigation is consistent and intuitive; enhance the site's search capability; and to ensure ESC clients (both managers and employees) are provided with an understanding of the services provided by the ESC, an understanding of the resources available on the site, information about time-sensitive and important processes related to payroll and the payroll system and easy access to forms and other resources.
- Used the Lean methodology to reduce the time required to staff a permanent full-time position from 49 days in 2010-11 to 40 days in 2011-12. This improvement helps ensure front-line positions are filled quickly. Actions that contributed to this reduction included the delegation of out-of-scope staffing to all ministries, increased usage of re-assignment processes, shorter posting times, and increased use of eligibility lists and lateral transfers (as per the Minister's Mandate Letter).
- Used the Lean methodology to reduce the time required to complete classification reviews for public service jobs from 89 days in 2010-11 to 35 days in 2011-12 for encumbered positions, and from 27 days in 2010-11 to 16 days in 2011-12 for new/vacant positions. Improvements contributing to the time reduction included better caseload management training for Human Resource Consultants required to undertake classification work, and increased use of the new job description forms to ease the workload for managers and to make processes more client friendly (as per the Minister's Mandate Letter).

Progress in 2011-12 (cont'd)

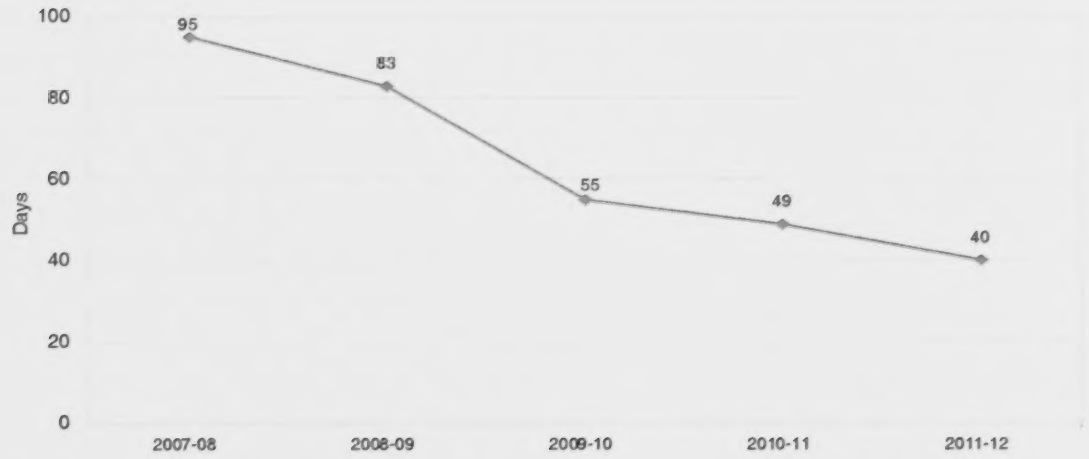
- Developed and released improved Excel timecards to enhance time and labour reporting. Efficiencies have been gained by giving employees immediate access to their vacation and sick leave balances, making use of electronic timecards, and providing managers with information necessary to better manage employee entitlements and leave.
- Reviewed workers' compensation claims and processes. Work is currently underway to develop a Workers' Compensation Board (WCB) payroll process document and related checklist, as well as a system to directly deposit funds to ministries.
- Conducted a human resource service delivery review to check-in with clients on whether the service offerings being provided by the PSC were aligned with clients' priority needs. The review identified staffing, labour relations, and classification as the top three human resource service priorities for client ministries. In addition, recruitment, succession planning, learning and development, and retention were identified as the top four human resource issues client ministries are facing.

  Program reviews, including Lean initiatives, are being undertaken to ensure the PSC is providing programs and services in the most effective and efficient way possible. In addition, corporate human resource supports are being developed in partnership with senior leaders to retain employees and respond to the critical human resource issues facing both client ministries and the Saskatchewan public service as an employer.
- Delivered effective and efficient human resource services to 20 ministries in the Saskatchewan public service:
  - Supported the development of 18 ministry workforce plans;
  - Staffed 1,333 permanent full-time positions;
  - Completed 1,237 classification actions;
  - Managed the payroll system and payroll operations for client ministries and government agencies, solving 110,808 client cases and providing 311,860 payments; and
  - Counseled 1,241 employees through the Employee and Family Assistance Program.
- Conducted Lean reviews on:
  - Standardized Incident Investigation and Reporting to establish a consistent and efficient process for reporting incidents within the workplace and identify appropriate measurements for the reporting of incidents across government;
  - Employee Service Centre Document Workflow Management to establish standards for case management processes. Plans are in place to establish case standards and protocols for these processes;
  - Summer student hiring to develop a process that allows for an earlier launch of the program, thereby increasing government's competitiveness for top talent. Plans are in place to provide students with a more user-friendly application process that allows them to apply for jobs in their field of interest; and
  - The grievance process, the first jurisdiction in Canada working with a union to pursue grievance handling efficiencies. The parties have signed a letter of understanding to use an expedited process as one cost effective option to resolve grievances. Communication between the parties has improved and single points of contact for the ministries and the Saskatchewan Government and General Employees' Union have been established.

Progress in 2011-12 (cont'd)

Performance Measures & Results

Time to fill a permanent full-time vacant position



Source: PSC TRACCOMP and online Career Centre

This measures the average number of calendar days it takes to fill a permanent full-time position. The measure provides insight into the PSC's ability to deliver effective, efficient, and transparent human resource services.

Increased competition for skilled and educated labour now and in the coming decade means the time it takes to staff a position is a risk to Government operations and may result in lost skills opportunities and program and service impacts, if other organizations recruit candidates faster.

This is a recruitment issue for the public service as the competition for skilled labour will increase.

The time to fill a permanent full-time position has decreased by 18 per cent from 49 days in 2010-11 to 40 days in 2011-12. A number of factors contributed to this decrease including the delegation of out-of-scope staffing to all ministries, increased usage of re-assignment processes, shorter posting times, Lean process reviews, and increased use of eligibility lists and lateral transfers.

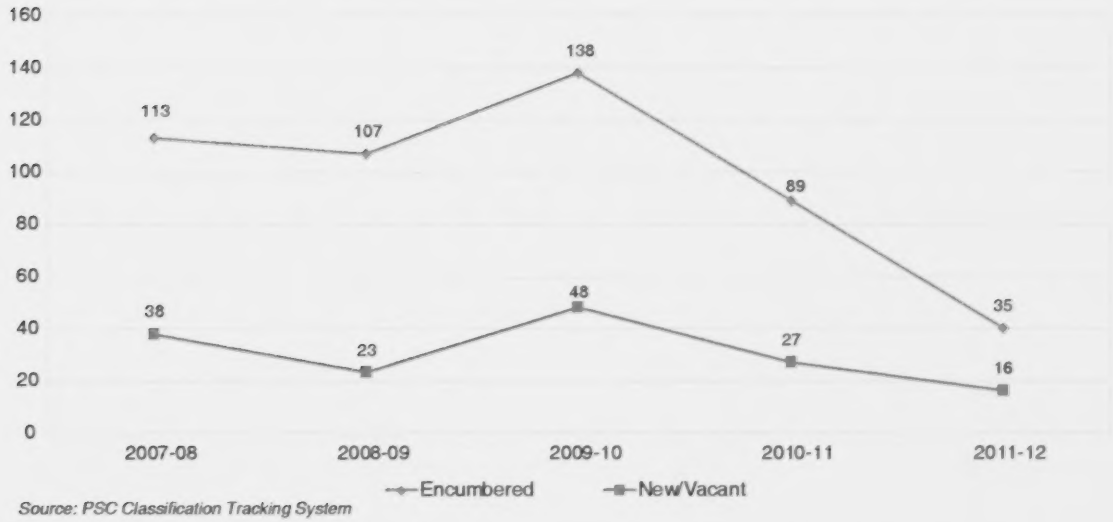
In 2012-13, the PSC will continue to improve the effectiveness and efficiency of the staffing process, with the goal of reducing hiring times to an average of 35 days.

The time for the staffing process to take place is directly affected by a number of provisions in the PS/GE Collective Bargaining Agreement, Commission and ministry processes, quality of applicants, and the availability of participants' time.

The measure is calculated by dividing the total number of calendar days utilized to fill all permanent full-time positions (52,743) by the total number of permanent full-time positions filled (1,333) over a fiscal year.

Progress in 2011-12 (cont'd)

Time to complete a classification



Source: PSC Classification Tracking System

This measures the average number of calendar days it takes to complete classifications for encumbered and new/vacant positions. The measure provides insight into the PSC's ability to deliver effective, efficient, and transparent human resource services.

The time to classify a position has decreased by 61 per cent, from 89 days in 2010-11 to 35 days in 2011-12 for encumbered positions and by 41 per cent, from 27 days to 16 days for new/vacant positions. Classification improvements included improved caseload management, Human Resource Consultant training, and new job description forms to ease the workload for managers and to make processes more client friendly.

In 2012-13, the PSC will continue to improve the effectiveness and efficiency of the classification process by simplifying and standardizing the process and reducing classification completion time to five days for new/vacant positions, and maintaining the classification completion time of 35 days for encumbered positions.

These measures are calculated by dividing the total number of calendar days utilized to classify a position (19,209 encumbered, 5,400 new/vacant) divided by the total number of positions classified in a given time period (552 encumbered, 340 new/vacant).

Progress in 2011-12 (cont'd)

Establish and maintain transparent and accountable human resource processes and practices

Results

- The PSC is developing a comprehensive a comprehensive Business Continuity Plan alongside other initiatives, including the pandemic planning process. A position has been staffed to complete this work and it remains a priority for the PSC in 2012-13.
- Strengthened protection for public service employees and whistle-blowers in the workplace by proclaiming *The Public Interest Disclosure Act* and *Regulations*. The purpose of the legislation is to enhance confidence in government institutions and the public service by facilitating the disclosure and investigation of alleged wrongdoing and protecting public servants who disclose. The Act also protects employees from reprisal when reporting a wrongdoing - an act or omission that the employee believes:
  - is contrary to law, public health, safety, welfare and/or protection of the environment;
  - is gross mismanagement of public funds or assets; or
  - involves another employee knowingly counseling someone to commit a wrongdoing.
- Designated officers were appointed in 88 government institutions, procedures were implemented, and an information session attended by approximately 55 designates was held in June 2011. On February 9, 2012 the Provincial Ombudsman was appointed as the Acting Public Interest Disclosure Commissioner, thereby adding the final option for employees to have their complaints heard/investigated. The first Annual Report of activity under this legislation for 2011-12 is provided on page 23.
- In partnership with the Ministry of Finance, monitored the size of the public service in relation to the province's population (as per the Minister's Mandate Letter). The trend over the past four years has resulted in the size of the public service diminishing while the population has continued to grow.
- Ensured ongoing compliance in process and practice by all ministries and public service employees with the provisions outlined for staffing, classification, probation, salary supplements, and transfers of employees in *The Public Service Act, 1998* and *The Public Service Regulations, 1999*.
- Continued to resolve pension claims from non-permanent public service employees who were uninformed or misinformed of their pension options between 1981 and 1999. To date, information packages about the settlement program have been provided to 2,995 potential claimants. 928 claims have been approved (as per promise delivered in News Release, August 17, 2009).
- Ensured promotion in the public service is based on merit. The PSC is an independent agency that manages the recruitment and staffing processes in accordance with *The Public Service Act, 1998*, and collective agreement provisions. Unionized employees are staffed on the basis of seniority and qualifications, and non-unionized positions on the basis of merit. This ensures the principles of fairness, openness, and accessibility are upheld (as per the Minister's Mandate Letter).

2011-12 Financial Overview

Summary of Expenditures

For the period ending March 31, 2012, the Public Service Commission incurred total expenses of $37.050 million. This represents a variance of $0.943 million under the 2011-12 operating budget of $37.993 million.

The variance primarily relates to salary savings due to vacancies, leaves of absences or reduced hours of work.

	(in thousands of dollars)			
Appropriation Totals	**2010-11 Actual Expenditure**	**2011-12 Original Budget**	**2011-12 Actual Expenditure**	**2011-12 Variance to Budget**
Central Management and Services (PS01)				
Salary	$ 1,001	$ 1,119	$ 1,022	$ (97)
Operating Expense	4,187	3,273	4,342	1,069 [1]
Sub Total	**$ 5,188**	**$ 4,392**	**$ 5,364**	**$ 972**
Corporate Human Resources and Employee Relations (PS04)				
Salary	$ 2,617	$ 2,936	$ 2,561	$ (375) [2]
Operating Expense	190	294	524	230 [3]
Transfers	251	250	253	3
Sub Total	**$ 3,058**	**$ 3,480**	**$ 3,338**	**$ (142)**
Human Resource Client Service and Support (PS03)				
Salary	$ 12,796	$ 13,449	$ 12,939	$ (510) [4]
Operating Expense	751	997	928	(69)
Capital Asset Acquisition	-	250	104	(146) [5]
Transfers	1	-	4	4
Sub Total	**$ 13,548**	**$ 14,696**	**$ 13,976**	**$ (720)**
Employee Service Centre (PS06)				
Salary	$ 6,882	$ 7,100	$ 7,034	$ (66)
Operating Expense	5,995	7,075	5,936	(1,139) [6]
Capital Asset Acquisition	136	-	(24)	(24)
Sub Total	**$ 13,013**	**$ 14,175**	**$ 12,945**	**$ (1,230)**
Total Appropriation	**$ 34,807**	**$ 36,743**	**$ 35,623**	**$ (1,120)**
Amortization of Capital Assets (PS08)				
Capital asset acquisitions	$ (136)	$ (250)	$ (80)	$ 170 [7]
Land, buildings and improvements	220	281	231	(50)
Office and Information Technology	1,347	1,219	1,277	58
Total Expense	**$ 1,431**	**$ 1,250**	**$ 1,428**	**$ 178**
TOTAL EXPENSE	**$ 36,238**	**$ 37,993**	**$ 37,050**	**$ (943)**

Variance Explanations > $100K:

1. Accommodation and ITO charges exceeded budget allocation.
2. Savings due to vacancies, leaves of absence or reduced hours of work.
3. Increase for non perm pension settlements.
4. Savings due to vacancies, leaves of absence or reduced hours of work.
5. Capital project costs lower than anticipated.
6. Payroll system enhancement work decreased due to major system upgrade and uncommitted Productivity Fund.
7. Adjustment to capital asset acquisitions.

2011-12 Financial Overview (cont'd)

Summary of Revenue

The Public Service Commission collects revenue related to the provision of human resource services to external agencies. A summary of the PSC's 2011-12 budgeted revenue compared to actual revenue is presented below.

	(in thousands of dollars)		
	Budget	**Actual**	**Variance**
Other Revenues			
Casual Revenue	$ 10	$ 59	$ 49
Previous Year Expenditure	-	55	55
Sales, Service and Service Fees			
All other service fees	95	80	(15)
Total	**$ 105**	**$ 194**	**$ 89**

Report on Disclosures Made Pursuant to Public Interest Disclosure Legislation

The Public Interest Disclosure Act (the Act) was proclaimed on September 1, 2011. The Regulations were also approved and took effect on the same date. The Act was proclaimed in fulfillment of government's commitment to strengthen protection for public servants and whistleblowers in the workplace.

The purpose of the Act is to enhance confidence in government institutions and the public service by facilitating the disclosure and investigation of alleged wrongdoing in government institutions and to strengthen protection for public servants who disclose. The Act applies to employees of executive government, as well as employees of Crown corporations and other entities included under the definition of "government institutions" in *The Freedom of Information and Protection of Privacy Regulations*.

The Act establishes a Public Interest Disclosure Commissioner as an independent Officer of the Legislature; the Ombudsman was appointed Acting Commissioner on February 9, 2012. It provides the Public Interest Disclosure Commissioner with the authority to provide education, undertake investigations, make recommendations and initiate systemic reviews when common themes or issues are identified through the complaint process.

The Act describes a wrongdoing as an act or omission that the employee believes:

- is contrary to law, public health, safety, welfare and/or protection of the environment;
- is gross mismanagement of public funds or assets; or
- involves another employee knowingly counseling someone to commit a wrongdoing.

The Act requires the permanent heads/CEOs of the government institutions to establish internal procedures for managing disclosures including the appointment of a designated officer from within their government institution. The Act enables disclosure to a designated officer or to the Public Interest Disclosure Commissioner.

The Act also prohibits reprisals (e.g., dismissal, layoff, suspension, demotion, elimination of a job, reprimand) against public servants for making (or seeking advice about making) a disclosure of wrongdoing, participating in an investigation about a wrongdoing, or declining to participate in a wrongdoing. Any employee who feels he or she has been the subject of reprisal can make a complaint of reprisal to the Public Interest Disclosure Commissioner, who may undertake an investigation and provide a recommendation to the employee's government institution.

Annual Reporting (2011-12)

Section 26 of the Act requires the tabling of an annual report by the Minister responsible for the Public Service Commission on internally handled disclosures from all government institutions. Accordingly, after being in effect for seven months, two disclosures were received by the government institutions; one disclosure did not meet the criteria for a disclosure under the Act and the other was investigated. In the instance where the disclosure was investigated, wrongdoing was not substantiated.

For More Information

The PSC is confident this report provides useful information about accomplishments and future plans. If you have questions or comments, we invite you to contact us at:

Communications
Saskatchewan Public Service Commission
Ministry of Central Services
2350 Albert Street
REGINA SK S4P 4A6
Tel: (306) 787-0976
Fax: (306) 787-4074
E-mail: psc.webmaster@gov.sk.ca

This annual report is available on the PSC's website at:

www.psc.gov.sk.ca/annualreport/

The Public Service Act, 1998, is available at:

www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf

The Public Service Regulations, 1999, are available at:

www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf

Appendix A: Mandate and Governing Legislation

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for the development of a professional public service based on merit.

The Commission delivers human resource services, including staffing, classification and labour relations, and works with ministries in the delivery of human resource services.

The PSC is responsible for representing the public interest in the administration of *The Public Service Act, 1998*, and *The Public Service Regulations, 1999*. According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

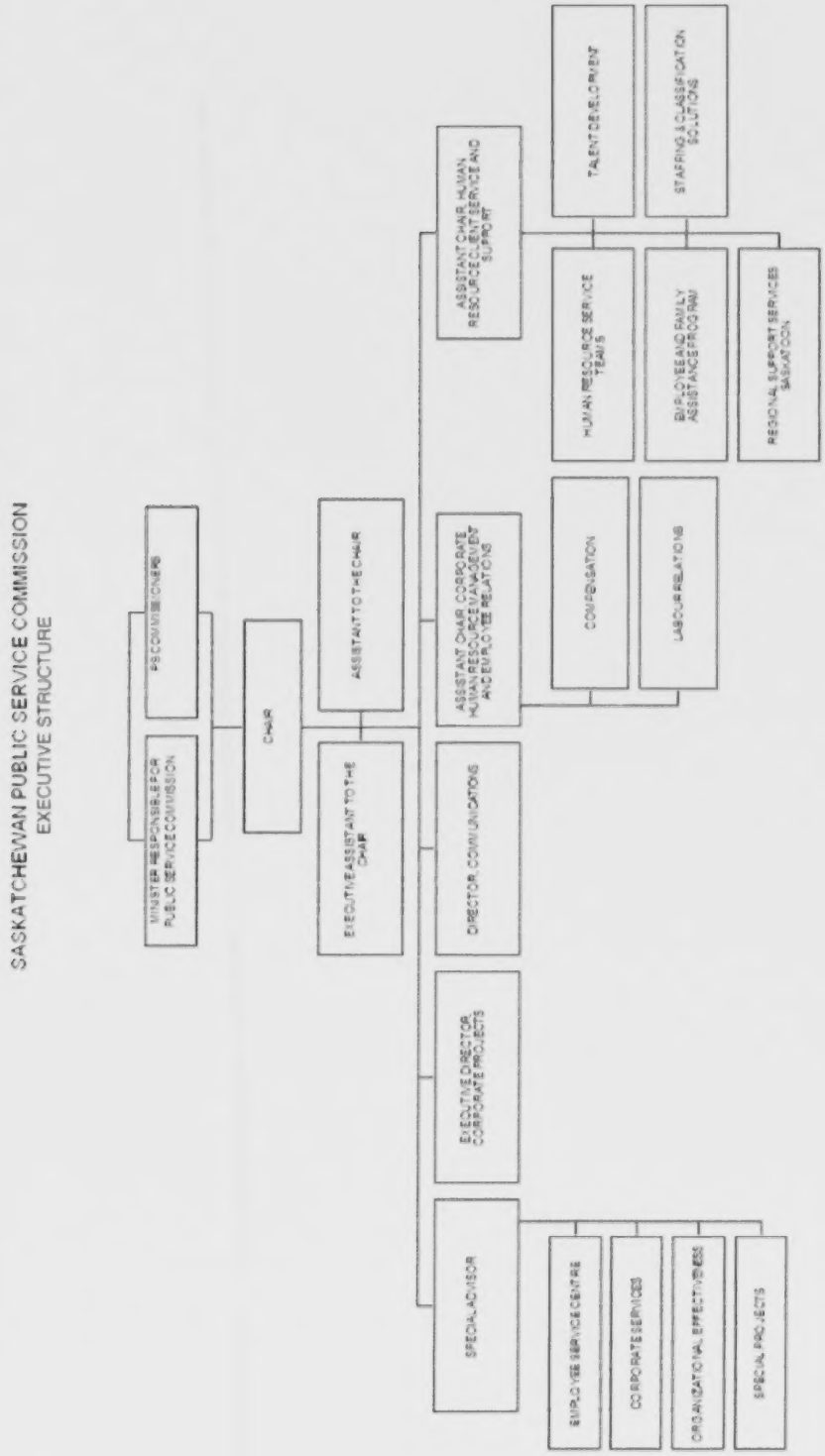
Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all powers of commissioners appointed pursuant to The Public Inquiries Act, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

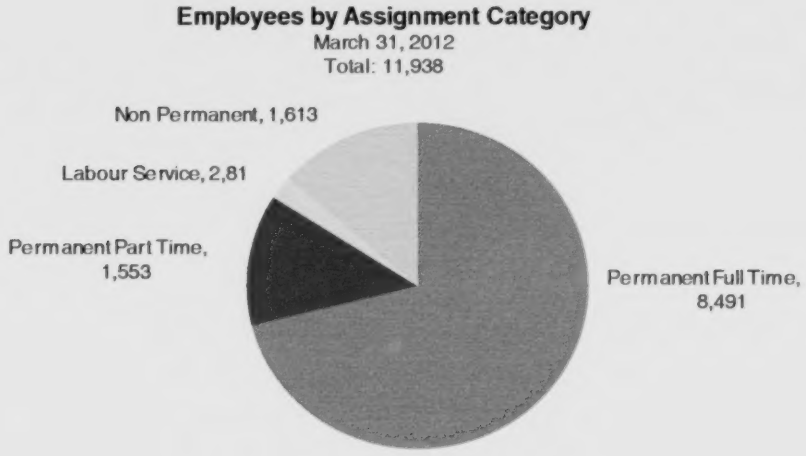
Appendix B: Public Service Commissioners

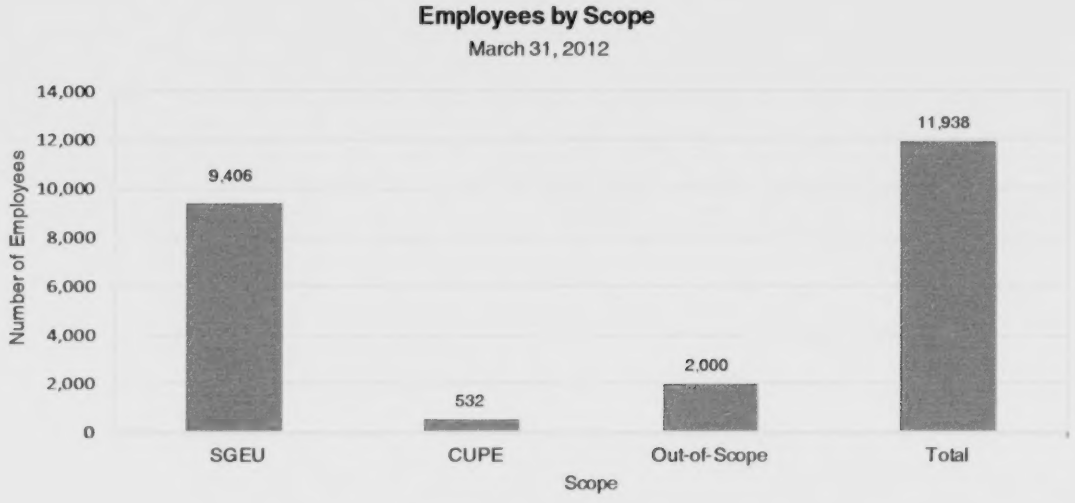
Don Wincherauk, Chair	Regina
Philip Benson	Regina
Dawn Dobni	Saskatoon
Allan Higgs	Regina
Sandra Steen	Regina

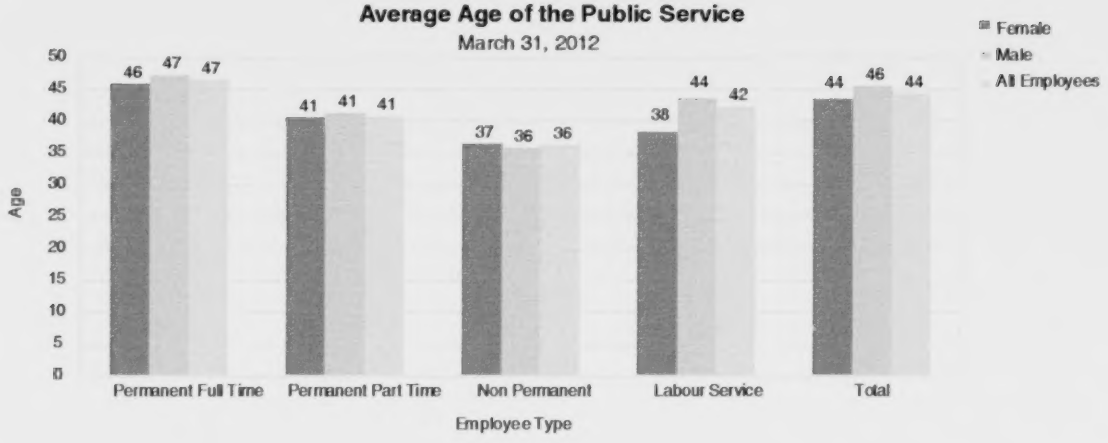
Appendix C: Organization Chart–March 31, 2012



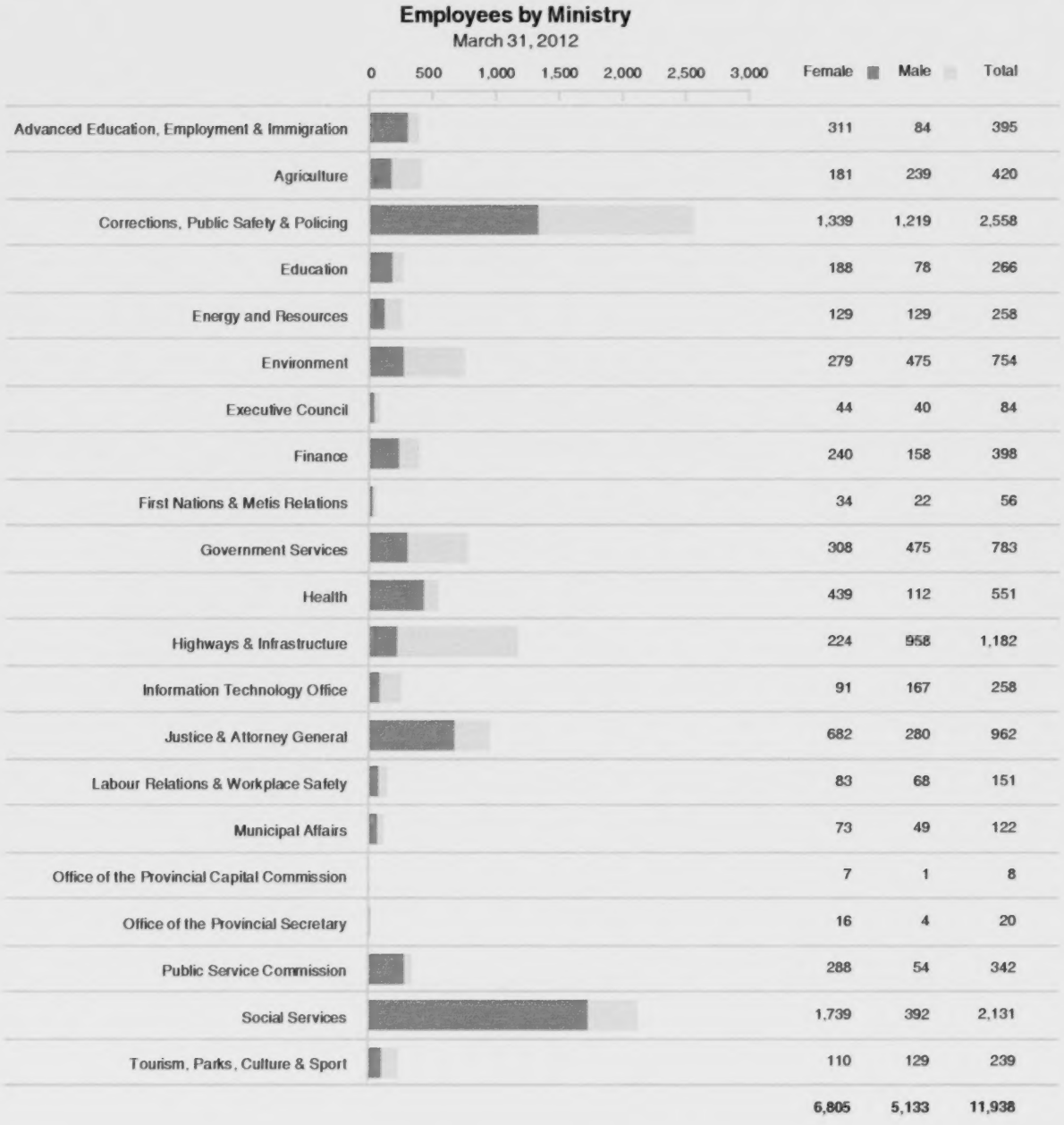
Appendix D: Charts and Demographics







Appendix D: Charts and Demographics (cont'd)



	Female	Male	Total
Advanced Education, Employment & Immigration	311	84	395
Agriculture	181	239	420
Corrections, Public Safety & Policing	1,339	1,219	2,558
Education	188	78	266
Energy and Resources	129	129	258
Environment	279	475	754
Executive Council	44	40	84
Finance	240	158	398
First Nations & Metis Relations	34	22	56
Government Services	308	475	783
Health	439	112	551
Highways & Infrastructure	224	958	1,182
Information Technology Office	91	167	258
Justice & Attorney General	682	280	962
Labour Relations & Workplace Safety	83	68	151
Municipal Affairs	73	49	122
Office of the Provincial Capital Commission	7	1	8
Office of the Provincial Secretary	16	4	20
Public Service Commission	288	54	342
Social Services	1,739	392	2,131
Tourism, Parks, Culture & Sport	110	129	239
	6,805	**5,133**	**11,938**

Appendix E: Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2011-12 fiscal year, 52 positions were transferred or excluded, as follows:

MINISTRY	POSITION	NUMBER
Executive Council	Acting Deputy Minister in the Ministry of Education (DM3)	1
	Administrative Assistant (MCP2)	1
	Administrative Coordinator (MCP1)	1
	Chief Information & Services Officer in the Information Technology Office (DM3)	1
	Chief of Operations (DM3)	1
	Chief of Staff to the President of the Executive Council and Cabinet (MCP10)	1
	Communications Advisor and Industry Consultant (MCP5)	1
	Deputy Chief of Operations (DM1)	1
	Deputy Minister of Social Services (DM4)	1
	Director of Communications Services (MCP8)	1
	Director of Media Services (MCP10)	1
	Interactive Advisor and Industry Consultant (MCP5)	1
	Manager of Financial Services (MCP4)	1
	Media Relations Officer (MCP9)	1
	Policy Advisor (MCP10)	1
	Procurement Administrator (MCP1)	1
Health	Associate Deputy Minister (DM2)	1
Office of the Information and Privacy Commissioner	Portfolio Officer (MCP7)	4
	Administrative Manager (MCP3)	2
Justice	Case Manager (MCP4)	1
	Crown Counsel	7
	Senior Crown Counsel	5
	Student-at-Law	10
	Judicial Assistant (MCP2)	1
	Judicial Desktop Support Analyst	1
	Provincial Court Case Manager (MCP4)	1
	Registrar/Executive Legal Officer	1
	Registrar/Executive Legal Officer Court of Queen's Bench	1
Office of Ombudsman	General Counsel	1
TOTAL		**52**